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ABSTRACT

In March 1992, a survey was sent to all support staff, faculty members, and administrators at the three campuses of the Mid-Plains Community College Area (MPCCA), in Nebraska, to obtain information for the strategic planning process and to establish baseline employee satisfaction data. McCook Community College in McCook, and two campuses of Mid-Plains Community College in North Platte were included in the study. Among the 73 support staff surveyed, 42 responded for a 57.5% response rate, while 83 of 118 faculty and administrators completed surveys for a 70.3% response rate. The survey instrument utilized a Likert scale to examine seven areas of institutional functioning and work environment including: input on goals/purposes; structuring of the work situation; relationship with immediate supervisor; other work relationships; rewards; helpful mechanisms; and desire to periodically change some aspect of the job. Study findings were compared to 1989 national norms for faculty and administrator attitudes. Study highlights included the following: (1) of the seven areas examined in the survey, there was least satisfaction among all groups in the area of rewards (relating to salary, benefits, and personal growth); (2) 64.8% of faculty and 52.9% of administrators rated work conditions as "satisfactory" or "very satisfactory" as compared with 63.9% and 74% for the national norms, respectively; and (3) in response to questions about salary and fringe benefits, 38.9% of faculty and 29.4% of administrators were satisfied or very satisfied as compared to the national norm of 51.1% and 63.9%, respectively. Detailed survey response tables are included. (PAA)

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ED349050

REPORT OF ORGANIZATIONAL
MPCCA CLIMATE SURVEY
Institutional Research Memo 15

by

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Institutional Research and Data Collection

Person - Mid-Plains Community College Area

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Report of Organizational Climate Survey

"The underlying rationale, then, of studying climate and culture is to understand how 'decisions and actions' are culturally influenced so that we might utilize our newfound understanding to create more effective organizations" (Tierney, 1990: 1).

Introduction

In March of 1992, an organizational functioning/climate survey was conducted within Mid-Plains Community College Area institutions (MPCCA institutions include McCook Community College located at McCook, Nebraska and the two campuses of Mid-Plains Community College located in North Platte, Nebraska).

A survey instrument composed of selected questions from the "Organization Diagnosis Questionnaire" was used (Preziosi, 1990; Appendix C in the NOVA Guide). The purpose of the survey was to secure information intended to be useful for phase one of Area-wide strategic planning and to establish baseline employee satisfaction data. In this document, a brief description is presented of (1) the procedures used, (2) the results, (3) a grouping of the results by category, and (4) analysis and summary comments.

Procedures/Processes

The Area-wide survey was provided to all (Number=73) support staff and all (N=118) faculty and administrators. Of the seventy-three support staff who received the survey, forty-two completed it, thus making the support staff response rate 57.5 percent. Of the 118 faculty and administrators who received the survey, eighty-three completed it generating a response rate of 70.3 percent. A combined (faculty-administrator plus support staff) response

rate of 65.4 percent was determined by dividing the number of actual (125) respondents by the total number of 191 who received the survey instrument.

Individuals were asked to respond to the statements provided on the survey form (see pages 3, 4, & 5) by indicating (marking the appropriate number) whether they "Agreed Strongly," "Agreed," "Agreed Slightly," were "Neutral," "Disagreed Slightly," "Disagreed," or "Disagreed Strongly." Support staff responses for each statement were tallied, and an average score was computed (see page 3); the same process was carried out for the responses from the faculty/administration group of surveys (see page 4). A final tabulation of responses (and averaging) was conducted for the combined group, faculty/administration plus support staff (see page 5). After the results for each of the fifteen survey items were tallied and averaged in the aforementioned manner, a final procedure involved grouping the results within one of seven organizational categories for comparative purposes (see pages 6, 7, and 8).

The Results

One way of viewing the results is to examine the score of each of fifteen items in relation to the neutral point (score) of 4. Scores above four would suggest a problem exists; the closer the score is to 7, the more severe the problem. The closer the score is to 1, the greater the probability that the problems are of a lesser magnitude. Results for the faculty/administrator grouping, support staff grouping, and combined (both faculty/administrator and support staff) grouping follow.

April 1992

Support Staff
Area-Wide
MPCCA Organizational Survey
Response rate: 57.5%

	AgrSt.	Ag.	AgSl.	N	DisSl.	Dis.	DisSt.	Composite		
1. My immediate supervisor is supportive of my efforts.	1	2	*	3	4	5	6	7	2.88	
2. My job offers me the opportunity to grow as a person.	1	2	3	*	4	5	6	7	3.74	
3. My immediate supervisor has ideas that are helpful to me and my work group.	1	2	3	*	4	5	6	7	3.21	
4. I can always talk with someone at work if I have a work related problem.	1	2	*	3	4	5	6	7	2.76	
5. The pay scale and benefits of this organization treat each employee equitably.	1	2	3	4	5	*	6	7	5.52	
6. I have the information that I need to do a good job.	1	2	3	*	4	5	6	7	3.43	
7. The manner in which work tasks are divided is a logical one.	1	2	3	4	*5	6	7		4.90	
8. My relationships with members of my work group are friendly as well as professional.	1	2*	3	4	5	6	7		2.14	
9. The structure of my work unit is well designed.	1	2	3	4*	5	6	7		4.19	
10. I have established the relationships that I need to do my job properly.	1	2	3	*	4	5	6	7	3.29	
11. The salary that I receive is commensurate with the job I perform.	1	2	3	4	5	*	6	7	5.51	
12. Other work units are helpful to my work unit whenever assistance is requested.	1	2	3*	4	5	6	7		3.12	
13. Occasionally, I like to change things about my job.	1	2*	3	4	5	6	7		2.12	
14. I have enough input regarding my work-unit goals.	1	2	3	*	4	5	6	7	3.36	
15. All tasks to be accomplished are associated with incentives.	1	2	3	*	4	5	*	6	7	5.37

April 1992

**Faculty/Administration
Area-Wide
MPCCA Organizational Survey**
Response rate: 70.3%

	AgrSt.	Ag.	AgSl.	N	DisSl.	Dis.	DisSt.	Composite
1. My immediate supervisor is supportive of my efforts.	1	2 *	3	4	5	6	7	2.29
2. My job offers me the opportunity to grow as a person.	1	2 *	3	4	5	6	7	2.66
3. My immediate supervisor has ideas that are helpful to me and my work group.	1	2	3*	4	5	6	7	3.00
4. I can always talk with someone at work if I have a work related problem.	1	2 *	3	4	5	6	7	2.71
5. The pay scale and benefits of this organization treat each employee equitably.	1	2	3	4 *	5	6	7	4.57
6. I have the information that I need to do a good job.	1	2 *	3	4	5	6	7	2.80
7. The manner in which work tasks are divided is a logical one.	1	2	3	*4	5	6	7	3.99
8. My relationships with members of my work group are friendly as well as professional.	1	2 *	3	4	5	6	7	2.29
9. The structure of my work unit is well designed.	1	2	3*	4	5	6	7	3.17
10. I have established the relationships that I need to do my job properly.	1	2 *	3	4	5	6	7	2.69
11. The salary that I receive is commensurate with the job I perform.	1	2	3	4 *	5	6	7	4.48
12. Other work units are helpful to my work unit whenever assistance is requested.	1	2 *	3	4	5	6	7	2.80
13. Occasionally, I like to change things about my job.	1	2 *	3	4	5	6	7	2.29
14. I have enough input regarding my work-unit goals.	1	2 *	3	4	5	6	7	2.55
15. All tasks to be accomplished are associated with incentives.	1	2 *	3	4	5 *	6	7	5.22

April 1992

**Combined Support Staff
and Faculty/Administration
Area-Wide MPCCA Organizational Survey
Response rate: 65.4%**

	AgrSt.	Ag.	AgSl.	N	DisSl.	Dis.	DisSt.	Composite
1. My immediate supervisor is supportive of my efforts.	1	2 *	3	4	5	6	7	2.49
2. My job offers me the opportunity to grow as a person.	1	2	3*	4	5	6	7	3.02
3. My immediate supervisor has ideas that are helpful to me and my work group.	1	2	3*	4	5	6	7	3.07
4. I can always talk with someone at work if I have a work related problem.	1	2	* 3	4	5	6	7	2.73
5. The pay scale and benefits of this organization treat each employee equitably.	1	2	3	4	*5	6	7	4.90
6. I have the information that I need to do a good job.	1	2	3*	4	5	6	7	3.00
7. The manner in which work tasks are divided is a logical one.	1	2	3	4 *	5	6	7	4.30
8. My relationships with members of my work group are friendly as well as professional.	1	2 *	3	4	5	6	7	2.24
9. The structure of my work unit is well designed.	1	2	3 *	4	5	6	7	3.52
10. I have established the relationships that I need to do my job properly.	1	2	*3	4	5	6	7	2.89
11. The salary that I receive is commensurate with the job I perform.	1	2	3	4	* 5	6	7	4.82
12. Other work units are helpful to my work unit whenever assistance is requested.	1	2	*3	4	5	6	7	2.90
13. Occasionally, I like to change things about my job.	1	2*	3	4	5	6	7	2.23
14. I have enough input regarding my work-unit goals.	1	2	*3	4	5	6	7	2.82
15. All tasks to be accomplished are associated with incentives.	1	2	3	4	5 *	6	7	5.27

Grouping of Results by Category

Responses (each grouping's average score for each survey item) were placed under one of seven headings, and when possible, averages were computed. When averages could be computed, those numbers appear in dark print near the bottom of the particular category and are identified by the word "Average" near the left margin. As before, scores can be viewed in relation to the neutral point (score) of 4. Scores greater than four suggest the existence of a problem, while those below four signal improved organizational functioning. A score of 1 would indicate optimum organizational functioning. The grouping according to the seven categories follows.

Input on Goals/Purposes

Related prompt

14. I have enough input regarding my work-unit goals.

Scale: AgrSt, Ag, AgSl, N, DisSl, Dis, DisSt
 1 2 3 4 5 6 7

Support: 3.36 Fac/Adm: 2.55 Combined: 2.82

Structuring of Work Situation

Related Prompt

7. The manner in which work tasks are divided is a logical one.

Scale: AgrSt, Ag, AgSl, N, DisSl, Dis, DisSt
 1 2 3 4 5 6 7

Support: 4.90 Fac/Adm: 3.99 Combined: 4.30

9. The structure of my work unit is well designed.

Support: 4.19 Fac/Adm: 3.17 Combined: 3.52

Average: 4.55 3.58 3.91

Relationship with Immediate Supervisor

Related Prompt

1. My immediate supervisor is supportive of my efforts.

Scale: AgrSt, Ag, AgSl, N, DisSl, Dis, DisSt
 1 2 3 4 5 6 7

Support: 2.88 Fac/Adm: 2.29 Combined: 2.49

Other Work Relationships

Related Prompts

4. I can always talk with someone at work if I have a work-related problem.

Scale: AgrSt, Ag, AgSl, N, DisSl, Dis, DisSt
 1 2 3 4 5 6 7

Support: 2.76 Fac/Adm: 2.71 Combined: 2.73

8. Relationships with members of my work group are friendly as well as professional.

Support: 2.14 Fac/Adm: 2.29 Combined: 2.24

10. I have established the relationships that I need to do my job properly.

Support: 3.29 Fac/Adm: 2.69 Combined: 2.89

Average: 2.73 2.56 2.62

Rewards

Related Prompts

2. My job offers me the opportunity to grow as a person.

Scale: AgrSt, Ag, AgSl, N, DisSl, Dis, DisSt
 1 2 3 4 5 6 7

Support: 3.74 Fac/Adm: 2.66 Combined: 3.02

5. The pay scale and benefits of this organization treat each employee equitably.

Support: 5.52 Fac/Adm: 4.57 Combined: 4.90

11. The salary that I receive is commensurate with the job I perform.

Support: 5.51 Fac/Adm: 4.48 Combined: 4.82

15. All tasks to be accomplished are associated with incentives.

Support: 5.37 Fac/Adm: 5.22 Combined: 5.27

Average: 5.03 4.23 4.50

Helpful Mechanisms

Related Prompts

3. My immediate supervisor has ideas that are helpful to me and my work group.

Scale: AgrSt, Ag, AgSl, N, DisSl, Dis, DisSt
 1 2 3 4 5 6 7

Support: 3.21 Fac/Adm: 3.00 Combined: 3.07

6. I have the information that I need to do a good job.

Support: 3.43 Fac/Adm: 2.80 Combined: 3.00

12. Other work units are helpful to my work unit whenever assistance is requested.

Support: 3.12 Fac/Adm: 2.80 Combined: 2.90

Average: 3.25 2.87 2.99

Desire to Change (Periodically) Some Aspect of the Job

Related Prompt

13. Occasionally, I like to change things about my job.

Scale: AgrSt, Ag, AgSl, N, DisSl, Dis, DisSt
1 2 3 4 5 6 7

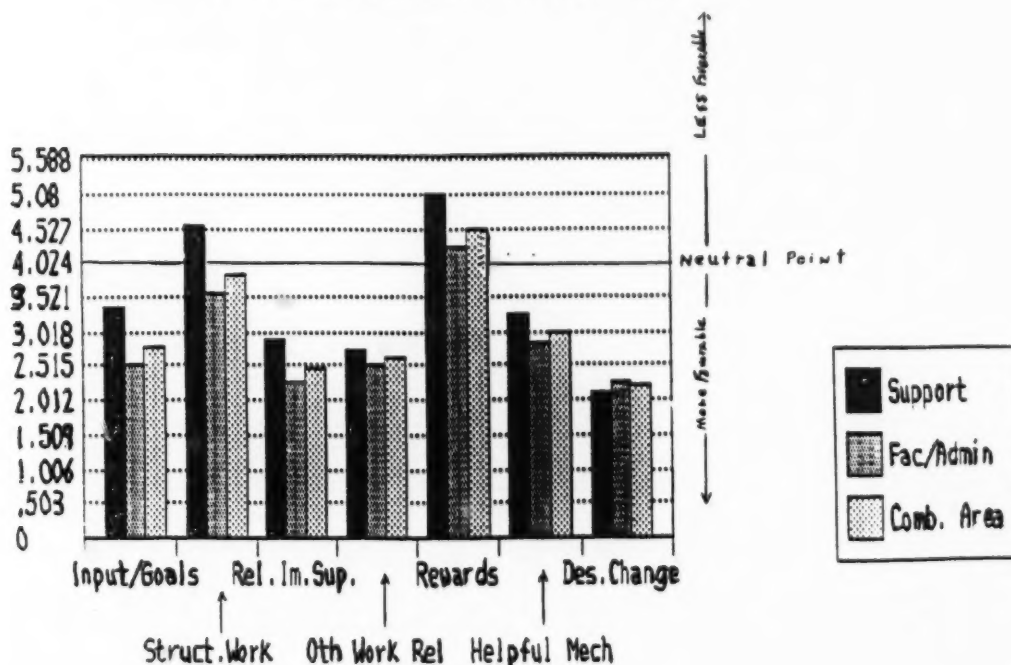
Support: 2.12 Fac/Adm: 2.29 Combined: 2.23

Analysis and Summary Comments

Figure 1 contains a bar graph based on the numbers listed in the seven categories identified in the last section of this memo. Where averages could be and were determined because of the existence of several statements or prompts within a category, those averages were used to generate the spikes on the graph.

Figure 1

Results (by category) of MPCCA Organizational Functioning/Climate Survey: 1991-92



IMPORTANT

In viewing this graph, it is important to recall the scale established earlier in this memo. That is, the higher the graph spike is above the neutral point of 4 the greater the likelihood of a problem area. Conversely, the lower the spike, the greater the likelihood of satisfactory-to-optimum functioning.

Analysis and Trends

1. Input on Goals/Purposes. Given the response in relation to the prompt "I have enough input regarding my work-unit goals," there appears a degree of satisfaction in that the combined response number was 2.82, substantially below the neutral point of 4. However, the average for the support staff (3.36) was somewhat higher than that of the faculty/administration grouping (2.55).
2. Structuring of Work Situation. In this category, there were two prompts (statements), and averages were computed and used to generate the bar spikes. The combined grouping response (3.91) was just below the neutral point. The faculty/administration group showed a bit more agreement with the division and design of tasks (3.58) than did the support staff whose average score of 4.55 was above the neutral point, thus signalling the need for monitoring and possible change.
3. Relationship with Immediate Supervisor. In this case, the one prompt was "My immediate supervisor is supportive of my efforts." The combined group response was 2.49, well below the neutral point. However, the average (2.29) for the faculty/administration grouping suggests slightly stronger agreement with the statement than that of the support staff (2.88).
4. Other Work Relationships. There were three related prompts in this category. The combined response was 2.62, and in this situation, the averaged scores for the faculty/administration grouping (2.56) were very similar to those of the support staff (2.62). All of these scores are well below the neutral point suggesting at least some agreement with the statements.
5. Rewards. Responses (averaged scores) to this set of related prompts were 4.50 for the combined group, 5.03 for the support staff, and 4.23 for the faculty/administration group. These averaged scores (drawn from four statements) were all above the neutral point of 4 which suggests the need to monitor and give attention to this area. It should be noted that the fifteenth statement, "All tasks to be accomplished are associated with incentives," drew the highest average scores (and therefore points to the strongest disagreement with the statement).
6. Helpful Mechanisms. This subdivision contained three prompts relating to helpfulness of the immediate supervisor, availability of information to do one's job, and support of one work unit for another (upon request). The scores, when averaged, were 3.25 for the support staff grouping, 2.87 for faculty/administrative, and 2.99 for the total combined grouping. That employees "agree slightly" with the three statements is indicated by the combined grouping score of 2.99. Of the three statements, "other work units are helpful to my work unit whenever assistance is requested" drew the lowest average score, suggesting strongest

respondent agreement with this prompt when compared to the other two choices.

7. Desire to Change (Periodically) Some Aspect of the Job. Responses to the single prompt "Occasionally, I like to change things about my job" reflected general agreement with the statement: Support (2.12); Fac/Adm 2.29; and Combined grouping (2.23).

Summary Comments

Insofar as the faculty/administrative grouping is concerned, the results and suggested trends of the present survey reflect some general similarities when compared with findings of the 1989 Higher Education Research Institute Survey. This nationally-normed survey was completed by MPCCA full-time faculty and administration (support staff were not included in this study) and tabulated, analyzed, and reported by HERI staff at U.C.L.A.

Relationships/Working Conditions

In the HERI survey when full-time faculty and administration were asked about relationships with other faculty, 76.1 percent of MPCCA faculty (national norm=80%) and 81.2 percent (norm=82.3%) of Area administrators marked either "satisfactory" or "very satisfactory." Likewise, when asked about working conditions, 64.8 percent of Area faculty (norm=63.9%) and 52.9 percent of Area administrators (norm=74%) rated working conditions either "satisfactory" or "very satisfactory."

Rewards

In the HERI survey, when asked to respond to an item about salary and fringe benefits, 38.9 percent of Area faculty (norm=51.1%) and 29.4 percent of Area administrators (norm=63.9) marked this topic with a satisfactory or very satisfactory rating. Zero percent of MPCCA faculty (norm=1.4) and 5.9 percent of Area administrators (norm=2.7%) believed faculty were rewarded for advising skills.

A Final Word About the Present Study

A climate/functioning study such as the present one conveys a descriptive picture of certain aspects of a system at a point in time. The information has been gathered (1) to establish baseline data; and (2) so that "newfound understandings" can be used to create a more effective organization.

REFERENCES

Preziosi, Robert C. "Organization Diagnosis Questionnaire." In Human Resources Development. Warren Groff. Ft. Lauderdale, Florida: NOVA University Pres, 1990. (Permission granted by Robert Preziosi to use selected questions. See attached letter on the following page.)

Tierney, William G. "Editor's Notes" New Directions for Institutional Research 68 (1990) p.1.

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June 29, 1992

Ford M. Craig, Ed.D.
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Dear Dr. Craig:

Congratulations to you! May the pride you feel since becoming a member of the community of scholars last forever.

I am happy that portions of the "Organization Diagnosis Questionnaire" were of use to you. Please continue forward with a formal written document. Use whatever formal bibliographic citation you desire.

Please send a copy to me of any future publication that you use the ODQ reference in. Also, if it is allowable on the part of your institution, I would love to read about the work you did in the spring.

Cordially,

Robert C. Preziosi, D.P.A.
Associate Dean, Academic Affairs

RCP/dms